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REPORT

OF THE

MANAGERS OF CHRIST CHURCH HOSPITAL

ON THE

COMPLETION OF THE NEW BUILDING AT BELMONT.

PRESENTED AT THE

JOINT MEETING OF THE VESTRIES OF

CHRIST CHURCH AND ST. PETER'S CHURCH,

Held on the Second Monday after Easter, 1862.



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REPORT.

THE Managers of Christ Church Hospital take the occasion of this, the first joint meeting of the Vestries of Christ Church and St. Peters, after the completion and occupation of the new hospital building, to lay before them such facts in relation to the commencement, progress, and completion thereof, and the future prospects of the institution, as they deem interesting at present, and worthy of permanent record in a collected form.

On the 4th day of November, 1853, the Managers purchased the farm of Mr. Wm. E. George, in Belmont, as a site for the proposed new hospital. From this time, their attention was directed to the character of the building requisite to fulfil the demands which the experience of the Cherry St. House, and the change of location indicated. The outline, which gradually shaped itself into view, was this: To erect a building of substantial character capable of accommodating one hundred inmates—that, in order to avoid the sources of discord that had occasionally arisen in the old hospital, each inmate should have a separate apartment—and that the interior arrangement and accommodations should be such as to promote the convenience of the whole household, and thus conduce to economy, both of time and means. It was also thought worthy of decision at this time that, on the completion of the building, however great the number of applicants, the admissions should be gradual and only after very careful examination—so that none but worthy persons should enter, and that even these should have time to assimilate with the previous family before its circle should be still further enlarged.

It was not, however, until July 14, 1856, that, after receiving plans and proposals from various architects, a plan was finally

determined on, and the machinery set in motion for its execution, by the appointment of a building committee. This plan embraced the building with its present dimensions, but with the alternative of omitting the erection of the northern seventy feet until some future time, if considered necessary.

The general arrangement of the interior of the building was developed by the building committee in conjunction with the architect; but the execution of the whole, in all its details, is exclusively due to the architect, Major John M. Gries.

The annual income of the hospital on that day was \$19,054.53. Very frequent and careful considerations, both of the estimated cost of the entire plan, and the annual expenditure that would be required for the support of an enlarged family, warranted the belief that the whole structure might be completed, and one hundred inmates supported, and yet the income be so little impaired, that a considerable yearly surplus might be expected.

The Managers were aware, however, of the many instances where, in like circumstances, failure had resulted, either from the want of due attention on the part of trustees, or an over sanguine confidence in the accuracy of calculations. They determined, therefore, to proceed with caution, and ordered the foundation to be prepared only for the *partial building*, in order to have further time for consideration.

At their meeting in the following September, the Board directed the building committee to report upon the expediency of erecting the *entire building*. This report, with revised estimates of the cost of maintenance, was laid before the Board at a special meeting held November 25. It was thereupon determined to have the *foundation walls* laid for the entire building, leaving the question of proceeding with the superstructure still open.

The frequent discussion and earnest consideration of the subject in all its bearings for many previous months, culminated during the succeeding winter, in the unanimous opinion of the Board in favor of erecting the entire building, with this addition to the original plan—that it should be made substantially fire proof, with iron joists and brick arches. The Managers were not satisfied that the lives of so many infirm persons thereafter to occupy the house, many of whom would be absolutely helpless, should be exposed to the terrible risk of fire so far from any suf-

ficient assistance. In this decision they were confirmed by many of the individual members of the two Vestries.

Upon this basis the estimates were made with as much accuracy as possible, and subjected to the most critical examination; and in March, 1857, the Board resolved on the expenditure of \$96,000 to carry out the plan thus completed. It was calculated that after the expenditure of this sum there would still remain an income of about \$14,500—a sum sufficient to support 100 inmates, and leave a surplus income of between \$2,000 and \$3,000. Proposals were issued to various reliable parties for the different parts of the work; contracts were made with the lowest bidders, and on the 25th of March work was recommenced.

Notwithstanding what was then thought to be, and is even now believed to have been unusual care in anticipating all the probable exigencies of the building, the Managers found themselves subjected to some of the universal experiences of large undertakings. As the work progressed, certain portions of the plan, originally laid out with a view to economy, were thought to be inconsistent with the general character of a building, whose probable continuance, however uncertain, would doubtless be great—and these were accordingly altered. The extent of the fire-proofing, which from the first had not been considered sufficient by all the members of the Board, was increased by unanimous decision. The mode of fire-proofing, of which little experience has even yet been had, eventually proved more expensive than calculation had made it. Some alterations also were made in the plan, by which, at a moderate expense, an increase of nearly thirty per cent. of accommodation was afforded. The quarries on the farm which had given promise of supplying all the stone requisite for the building, yielded for the most part only *rubble* stone, and the *dimension* stone had to be obtained elsewhere at an increased cost. Such were some of the encounters met by the Board—no one serious in itself, even together not alarming in their character, but yet sufficient to render necessary still more watchfulness and caution. A revision of the then condition of expenditure and income gave little cause for anxiety, as it was evident the building was not progressing so rapidly as had been anticipated, and the income was therefore covering in part the extra cost.

At this juncture occurred the financial reverses of 1857-8,

resulting in a loss of \$1,750 per annum in the rental of the real estate of the Hospital. This blow—severe in its shock—although less serious than it was unexpected, required an entire reconsideration of the affairs of the building committee.

The consultations of the Board resulted in deciding that the building should not be slighted, but that without intermitting the work, a smaller sum should be yearly appropriated—so as to throw, as far as could be reasonably done, the burden of the future expenditure upon the income, in order to save the capital.

Such was the policy adopted in the beginning of 1859, and such it continued to the completion of the building in September, 1861.

The accounts of expenditure were originally opened under two heads: The account of the New Building, and that of Hospital Grounds.

These have been subdivided so as to exhibit the amounts expended on different portions of the work, and render easily accessible such information as might be desired thereupon.

The Building account includes all expenditures on the building proper, as well as those on such portions of the gas and water apparatus as are contained within its walls, while the Grounds account embraces all expenditures for, and on the space around the building, set apart from the farm as hospital grounds.

The following are the two accounts, with their subdivisions:—

BUILDING ACCOUNT.

EARTH WORK.—Digging cellar and excavating for foundation	\$607 82
CORNER STONE, including the printing of Addresses of Bishop Potter and Dr. Dorr	150 10
QUARRYING, including purchase of rubble stone	10,770 67
MORTAR, including lime, sand, gravel, molasses and cement	1,081 77
MASONRY, including cost of cut stone and bricks, and laying the same, and of making cement and grouted floors and floor beds	45,265 56

Under this head the following items may be interesting:—

Laying	
1,767 perches stone in foundation walls at 95c.	\$1,678 65
3,679.5 perches stone in superstructure at \$2 34.	8,610 03
5,446.5 perches stone	\$10,288 68
Amount carried forward	\$57,875 92

Amount brought forward	\$57,875 92
Cutting	
29,912.85 sq. ft. stone at 25c.	\$7,478 17
5,715.25 cub. ft. stone at 35c.	2,000 56
1,518.85 lineal ft. at 35c.	531 55
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	\$10,010 28
1,483,527 bricks, mostly at \$6 50 and \$6 30 per M., and 288 loads of bats for grouting at 40 cts.	9,458 51
Laying 1,285,459 bricks at \$3 87 per M.	4,974 94
Paid for cutting central doorway, bay window battle- ments, gable crosses, stone balconies, and material for same, &c. &c.	1,885 63
Paid for pointing, laying 200,000 bricks under various smaller contracts, grouting three floors, making cement floors of basement and attic, for marble mantels, &c. &c., balance	8,647 52
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IRON WORK, including iron joists and rafters, stairs and veranda, smithwork, iron doors and sills, sash weights, locks, hinges, and hardware generally	22,413 98
Some of these items are as follows:—	
Paid for iron beams and rafters	\$12,958 21
“ “ stairs	3,129 68
“ “ veranda of four stories	2,581 75
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ROOFING, including slatework and metal gutters, spouts, conduits, &c.	3,866 20
PLASTERING, including materials	5,526 75
The principal items are—	
20,628.78 sq. yards at 16 $\frac{3}{4}$ c.	\$3,438 13
10,859 $\frac{1}{2}$ feet bases at 10c.	1,085 96
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LUMBER, rough and manufactured, including all car- penter work	23,335 84
PAINTING, GLAZING, AND MATERIALS	3,097 99
HEATING AND COOKING APPARATUS, including furnaces, ranges, ovens, registers, grates, and hot water ar- rangements	3,977 91
WATER APPARATUS, tanks, pipes, baths, water closets, &c.	4,984 25
GAS APPARATUS, mains, branches, drops, burners, &c.	1,235 14
LABORING WORK, not capable of classification	4,093 77
MISCELLANEOUS, including carriage hire, fuel during the completion of the building and for testing furnaces, insurance on materials, &c.	1,414 47
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	\$131,822 22

GROUNDS ACCOUNT.

EARTH WORK, including digging, moving and levelling earth, stone work for supporting and draining the same, paving, making roads, sodding, &c.	\$6,400 11
WATER APPARATUS, including dam, wheel-house, pumps, pipes, &c. for the supply of water to the house, and drains and wells for drainage of house waste	4,764 42
GAS APPARATUS, including gas-house complete, with retort, holders, &c., and pipe to the building	2,760 39
ICE-HOUSE	508 00
LABOR, not classifiable	1,823 91
MISCELLANEOUS, including rails for fencing, planting trees, laying out and fencing garden	549 11
	<u>\$16,805 94</u>

These accounts combined give the following

EXHIBIT.

Cost of Building, complete, with heating and cooking apparatus	\$125,602 83
Total expenditure for the supply and usage of water to the house and all drainage from the same	9,748 67
Total expenditure for supply of gas light	3,995 53
“ “ Ice-house	508 00
“ on the grounds for grading and draining, making roads, sodding, &c. ; for garden, planting fruit and other trees, and for all incidental expenses connected therewith	8,773 13
	<u>\$148,628 16</u>
Architect's commissions and constant superintendence for five years	7,473 83
	<u>\$156,101 99</u>

The furniture of the old house not having been renewed for many years, with the design of furnishing the new building in a more substantial manner, afforded but few articles of any value. Such as were capable of being made useful by repairing were refitted, and are now in use. But a large quantity of new furniture was required, as it had been determined to provide apartment furniture for fifty inmates. Here the same rule was maintained which had governed the Board from the beginning—to have everything of the most substantial character, and, while consulting good taste, to expend nothing on useless ornamentation. The cost of furnishing each inmate's room has been about \$60, and the total

cost of furniture, including chapel-benches and furniture of the general parlor, and the private parlor of the matron, with the kitchen, dining-room and wash-room tables, &c. &c., has been \$4,278 84, which, added to the above amount, \$156,101 99, makes the total expenditure on building, grounds and furniture \$160,380 83.

The income to-day is \$10,582 76. If to this we add the amount of diminution of rents, \$1,750, and the expected yearly value of the Cherry St. property, say \$1,800, it will be seen that except for events beyond all foresight, the income would now be over \$14,000, or nearly what the Managers expected would remain after the expenditure of the amount first decided upon—the three principal causes contributing to this end, being the advance realized in the sale of city loans, the greater time occupied in the erection of the building, and the prudent omission of the Cherry St. property from the original calculations of income. Previous experience in the old house is not altogether to be relied on to guide us in calculations for the future support of the family. Heretofore the mere cost of keeping an inmate—that is for food, clothing, servants' wages, medicines, and interment—has not varied much from \$80 per annum. Under the higher prices likely to be paid hereafter for some necessary articles, it would be safe to fix this cost at \$90.

If, in 1856, the Managers could have foreseen the whole extent of outlay, they would certainly have undertaken only the *partial* building, or else have spread the erection of the *entire* building over such a space of time as would have enabled the income to meet the additional cost. If they could have foreseen the monetary disaster of 1858, and that under which the country is now suffering, they would probably have declined undertaking a building of any sort. But this foreknowledge was forbidden them—perhaps as wisely as the future of any individual is kept from him. At all events, it is conceded that no part of the expenditure has been without its corresponding value in the beauty, solidity, and completeness of the work; and the Managers, in addition, are glad to be able to announce to the Vestries, that, notwithstanding their large outlay, the diminution of rents, and the probable increased cost of maintenance under the ap-

proaching extraordinary taxation, the affairs of the Institution are in a sound condition, and hopeful for future good.

We have a building worthy of the charity which founded and endowed the hospital, and of the parishes to whose care it is committed—absolutely incombustible—requiring no insurance, or at most an inconsiderable amount—but little, if any, outlay for repairs—capable of accommodating one hundred and thirty inmates.

